

### QUESTIONNAIRE INSTRUCTIONS

This questionnaire asks for your perceptions regarding the impact of recent external pressures (e.g. Congressional Investigations, Executive Orders, Freedom of Information Act) on the Agency and more specifically your immediate component.

As you read through the questionnaire you will find that most of the questions are designed so that you should pick the alternative which is most descriptive of your view of the given situation. On these items circle the number of the alternative which is most descriptive of your feelings or observations. A few items request a brief written response for clarification, please answer accordingly.

While an effort has been made to make it easier for you to respond by providing what are perceived as the possible alternatives to each question, these alternatives may not adequately describe your particular situation. At the end of the questionnaire there is a question which asks for clarification of any such item or for you to comment if you feel an aspect of this issue has not been covered. Please feel free to elaborate at this point. We are trying to clarify the nature of this impact so do not feel overly constrained by the structure of the questionnaire.

The first few items are designed to provide us with background information so that we will be able to determine how different groups have been affected by these external pressures. This information will be used to analyze responses of different groups and will not be used to identify individual responses. Do not sign your questionnaire. Please complete the questionnaire and return it within two weeks after receipt in the attached return envelope to Office of Personnel/Plans Staff, 626 C of C Bldg.

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BACKGROUND INFORMATION

Please circle the number of the response to each item which best describes your situation:

1. How long have you had experience as a supervisor in the Agency?

1. Less than 2 years
2. 2 to 4 years
3. 5 to 10 years
4. 11 to 20 years
5. More than 20 years

2. What Directorate are you in?

1. DDA
2. DDI
3. DDO
4. DDS&T

3. How many employees are in the unit you supervise?

1. 1 to 50
2. 51 to 100
3. 101 to 200
4. 201 to 400
5. 401 or more

4. How long have you been in your present job?

1. Less than 1 year
2. 1 to 2 years
3. 2 to 3 years
4. 3 to 5 years
5. More than 5 years

5. Have you been a supervisor in the Agency

1. In one Office or Division
2. In more than one Office or Division

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SECTION A

In this section of the questionnaire you are asked to evaluate the feelings and/or the behavior of those employees under your general supervision. Please disregard your personal point of view and make a judgment in your capacity as an Agency supervisor. The questions are not intended to evoke a particular response and should be interpreted without any predisposition on your part to look for what might be called a "preferred answer". Respond to the questions as straightforwardly as you can. Should none of the listed alternatives in certain instances reasonably represent your perceptions on the matter please write in a brief written response.

1. How do you rate morale in your unit?

1. Very High
2. High
3. Moderate
4. Low
5. Very Low
6. Don't Know

2. Is the productivity of your unit:

1. Increasing
2. Unchanging
3. Decreasing
4. Don't Know

As a result of the Select Committee's investigations beginning in January 1975 how do you perceive the following:

3. How frequently as a result of these investigations have employees raised questions of propriety or legality concerning their work activities?

1. Often
2. Occasionally
3. Seldom
4. Never
5. Don't Know

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4. To what extent have the results of these investigations caused your employees to hesitate to take action?
  1. To a great extent
  2. To some extent
  3. To a small extent
  4. Not at all
  5. Don't Know
  
5. How frequently as a result of the investigations have employees raised questions about the meaning and/or utility of their jobs.
  1. Often
  2. Occasionally
  3. Seldom
  4. Never
  5. Don't Know
  
6. Are employees more anxious about their status, i.e. fearful of their job security because of possible changes in or curtailment of Agency functions arising from Congressional Investigations?
  1. Many are
  2. Some are
  3. A few are
  4. None are
  5. Don't Know
  
7. Do employees complain more about experiencing difficulties in doing their jobs, e.g. lack of cooperation from others, the amount of time required for handling "paper work", etc.?
  1. Yes
  2. No
  3. Don't Know

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8. If yes to 8 please describe the nature of these difficulties.
9. As a result of the investigations to what degree are employees showing more indications of disenchantment with Agency employment, i.e. less inclined to view Agency employment as a career?
1. To a much higher degree
  2. To a somewhat higher degree
  3. Unchanged
  4. To a lesser degree
  5. Don't Know
10. In your group to what extent do you feel the investigations have had an inhibiting effect on employees being imaginative and innovative in solving work problems or meeting work objectives?
1. They have had a major inhibiting effect
  2. They have had some inhibiting effect
  3. They have had no inhibiting effect
  4. Don't Know
11. How would you describe the current feelings of your employees toward Agency management?
1. Positive
  2. Indifferent
  3. Negative
  4. Don't Know
  5. Other \_\_\_\_\_

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12. (If Applicable) What has been the impact on employees' willingness to serve overseas?

1. Many have expressed reluctance
2. Some have expressed reluctance
3. No real impact
4. More desire to serve overseas
5. Don't Know

13. If answer to 12 is #1 or #2 please check the following reasons which in your judgment are important in the mind of the employee.

- ☐ 1. Concern about excessive constraints on intelligence operations
  - ☐ 2. Fear of personal disclosure of Agency affiliation and possible consequences
  - ☐ 3. Anxiety about family's well-being while residing in an overseas environment
  - ☐ 4. Conclusions that incentives for overseas service are diminishing or are inadequate
  - ☐ 5. Other \_\_\_\_\_
- 

14. Considering the overall impact of the investigations on how your group functions (morale, productivity, reporting relationships, paperwork, etc.) do you feel they have had:

1. A major negative impact
2. A minor negative impact
3. No real impact
4. A minor positive impact
5. A major positive impact
6. Don't Know

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SECTION B

In this section of the questionnaire you are asked to view matters from the perspective of your role as a supervisor/manager. Express your feelings as to the impact events of the past two years have had on you in your official capacity, and on the operation of your unit and the accomplishment of its mission. Respond to the questions as straightforwardly as you can. Should none of the listed alternatives reasonably represent your feelings on the matter, please write in a brief written response.

1. To what extent has the work load in your unit increased/decreased because of changes resulting from the recent investigations of Agency activities?
  1. There has been a considerable decrease
  2. There has been some decrease
  3. There has been no change
  4. There has been some increase
  5. There has been considerable increase
  6. Unsure
  
2. Have the investigations had any appreciable impact in making it more difficult for you to supervise effectively?
  1. Yes
  2. No
  3. Unsure
  
3. If yes to 2, would you attribute this difficulty as being related mostly to: (If more than one please rank in order of importance)
  1. My concern for inadvertant violation of law or Agency regulation
  2. Lack of clarity re my present authorities
  3. Changes in internal procedures and review mechanisms
  4. Changed attitudes of employees in my unit
  5. Other \_\_\_\_\_

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4. Do you feel that you have to spend more time on administrative reports?
  1. Yes
  2. No
  3. Unsure
  
5. Does the Freedom of Information Act and/or the Privacy Act pose special problems for you?
  1. Yes
  2. No
  3. Unsure
  4. Not Applicable
  
6. If yes to 5, please explain.
  
  
  
  
  
  
  
  
  
  
7. Do you anticipate any particular trouble in the future acquiring the kind of staff you need to replace losses?
  1. Yes
  2. No
  3. Unsure
  
8. If yes to 7, please explain.

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9. In the foreseeable future, do you anticipate any potential threat to the continued effectiveness of your unit due to external pressures, and changes within the Agency resulting from the investigations?

1. Yes
2. No
3. Unsure

10. If yes to 11, please explain.

11. Do you view the changing conditions in overseas environment in which the Agency must operate as influencing the effectiveness of your unit?

1. Yes
2. No
3. Unsure
4. Not Applicable

12. If yes to 13, please explain.

13. (If Applicable) Have the investigations had a significant negative impact on your relationship with foreign intelligence services and other government agencies?

1. Yes
2. No
3. Unsure
4. Not Applicable

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14. If yes to 13, please explain.

15. If there are any items covered in this questionnaire on which you would like to elaborate or if there are factors which are impacting on your units operations which haven't been covered, please comment here.

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